

Approved For Release 2003/06/10 : CIA-RDP76B00952R000100070010-1

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PG-D-33/1

28 August 1965

MEMORANDUM FOR: Planning Group

SUBJECT: Charter for Planning Group

1. Please mark the charter written by [] "PG-D-33." Attached is an alternate suggestion for the charter of the Planning Group prepared by Mr. [] recommend it in lieu of the [] draft. In discussing this in the context of Mr. [] charter, they felt that the detailed discussion of how it would work and the type of planning officer required were unnecessary for the following reasons:

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a. The organization proposed in the Executive Director-Comptroller's office is very small, with the representation from the other offices. This itself insures that a great deal of work could not be accomplished separately from the Directorates by the Planning Officer alone.

b. Though we agree with the description of the type of person required for the head of the planning effort, such factors, we feel, would almost certainly be taken into account in the selection of this individual anyway.

c. The way in which the Planning Staff will operate is something which the new Planning Staff must determine for itself with whatever direction it may receive from higher authority.

d. Although we feel this new instrument is very important, this message is well achieved by the present Planning Group's report. If this is not so the effort to make the point separately will almost certainly fail.

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Approved For Release 2003/06/10 : CIA-RDP76B00952R000100070010-1

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Memo to DCP submitting

Each of the Charters. He will call Jerry.

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[REDACTED]

PG-D-33/1

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e. Finally, we feel that the planning function must be allowed to grow and to find its way gradually. It is important not to generate too elaborate expectations against which its work in this relatively uncharted area will be measured. The establishment of the State Department Planning Staff was surrounded by expectations for its future much greater than were possible of fulfillment. This hurt rather than helped its development.

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[REDACTED]

Executive Secretary

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[REDACTED]

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PG-D-33/1

CIA PLANNING STAFF CHARTER*a planning*I. Purpose and Responsibilities

A. A Planning Staff has been established to provide assistance, advice, and recommendations to the ^{DCIS} ~~Executive Director-Comptroller~~ concerning the Agency's plans and programs.

B. The Planning Staff will:

1. Prepare, coordinate, and maintain an Agency Long Range Plan;

2. Review and prepare recommendations with regard to major programs and activities of the Agency as they relate to the fulfillment of long range plans;

3. Maintain current knowledge of and recommend the application of advanced management systems and techniques within the Agency, such as Systems Analysis and Automatic Data Processing and Evaluation; and

4. Recommend the establishment of as well as coordinate and monitor task groups to study selected intelligence problems and programs involving two or more directorates.

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II. Organization and Composition

- A. The Director of the Planning Staff will be assisted by a full-time executive secretary with necessary ^{technical} clerical support.
- B. Two representatives will be appointed from each Directorate and one representative from the Office of Budget, Program Analysis and Manpower to serve on the Planning Staff.
- C. As necessary, and as approved by the Executive Director-Comptroller, specialists in areas such as ADP and Systems Analysis will be assigned full or part time to the Planning Staff.

MEMORANDUM FOR: Planning Group

SUBJECT:

1. Attached is an alternate suggestion for the charter of the Planning Group prepared by [redacted]. In discussing this in the context of Mr. [redacted] charter, they felt that the detailed discussion of how it would work and the type of planning officer required unnecessary for the following reasons:

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a. The organization proposed which ~~a~~ keeps the element in the Executive Director - Comptroller's office very small with the representation from the other offices in itself insures that a great deal of work ^{could} would not be accomplished separately from the Directorates by the Planning Officer alone.

b. Though we agree with the description of the type of person required, this in itself represents the kind of deliberation which we feel would almost certainly go on the selection of this individual anyway [redacted]

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c. The way in which the Planning Staff will operate is ~~very~~ something which the new Planning Staff must ~~make~~ determine for itself with whatever direction it may require from higher authority.

d. Although we feel this new instrument is very important, this ~~message~~ message is well achieved by the present Planning Group's report and if this is not so the effort to make the point separately will ^{also} certainly fail.

e. Finally, we feel that the planning function must be ~~allowed~~ allowed to grow and to find its way gradually and that it is important to not generate too elaborate expectations against which its work in this relatively uncharted area will be measured. The establishment of the State Department Planning Staff was surrounded by expectations for its future much greater than were possible of fulfillment. This hurt rather than helped its development.

CIA PLANNING STAFF CHARTER

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4. Recommend the establishment of, coordinate and monitor task groups to study selected intelligence problems and programs involving two or more Directorates.

II. Coordination

The plans, recommendations and activities of the Planning Staff will be made known to and coordinated in advance with Agency operating and staff elements.

III. Organization and Composition

A. The Director of the Planning Staff will be assisted by a full-time executive secretary with necessary clerical support.

B. Two representatives will be appointed from each Directorate/ and one representative from the Office of Budget, Program Analysis and Manpower to serve on the Planning Staff.

C. As necessary, and as approved by the Executive Director-Comptroller, specialists in areas such as ADP and Systems Analysis will be assigned full or part-time to the Planning Staff.

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CIA PLANNING STAFF - CHARTER

I. Introduction

A. The CIA Long Range Plan was ^{prepared} ~~prepared by the Long Range Planning Group~~ at the request of the Director, Central Intelligence. It provides him with a ~~valuable~~ comprehensive ~~over~~ view of the Agency's responsibilities, resources, disposition and needs. It relates them to his own responsibilities and suggests the direction in which the Agency should go in the next five years and the decade beyond.

B. ~~It is~~ ^{has directed} The DCI's ~~wish~~ that a permanent ~~existing~~ CIA Planning Staff be created to assist him and his principal officers in identifying ways and means ~~needed~~ to improve the Agency's operation to meet the many new challenges facing it.

II. Nature of the Staff

A. The CIA Planning Staff will be ~~an~~ advisory ~~and~~, and will report to the Executive Director/Comptroller. It will be made up of :

1. ~~Knowledgeable~~ full-time functional specialists who will, for example, bring a recognized expertise to bear on the sophisticated problems of Automatic Data Processing (ADP), ~~and the applications of~~ systems analysis, research program review, ~~and~~ program control, and related functional specialities.

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2. ~~Equally knowledgeable~~ ^{Directorate} representatives

who will be senior, broadly experienced generalists.

This latter group should have current broad ~~range~~

Directorate level planning responsibilities if they

are to retain a "midstream" awareness of Directorate operations and problems and there ^{by} bring a maximum awareness of the realities to the Planning Staff.

B. ~~It is clear, that~~ ^{should} the Chief of the CIA Planning Staff, like the functional specialists with whom he will be closely associated, ~~must~~ devote full time to this responsibility and should be a senior officer with broad experience.

Although he would be acting under the shadow of the Executive Director's authority, as the chief of an advisory staff, and without command authorities, he must have sufficient stature and ability to deal effectively with all levels of command in the Agency. Planning Staff activity will more often than not cut across Directorate lines and he must avoid unnecessary ~~impingements~~ on constituted authority. He must be a leader with ~~initiative~~, discretion and most important of all, he must be able to conceptualize new ideas and objectives and to find ways to translate them into specific recommendations to command elements for the flexible, dynamic and realistic plans and programs that must be fashioned if our mission is to be better accomplished. In short, the Planning Staff Chief must be an outstanding senior officer with an established competence and prestige.

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*Take note
Mr. Clarke*

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C. ~~The Planning Staff represents a departure from previous CIA practice in that for the first time a non-command, advisory, broadly based group of functional specialists and directorate generalists would be expected to act under a recognized charter and within the context of a valid long range plan in being.~~ Needed changes in the way we do business in the late 60's and early 70's require that we give special and intensive consideration, across the board, to quicker and more effective ways to meet, for example, the "information explosion." ~~These will be the principal focus of the Planning Staff.~~ Specifically, the Staff will concern itself with recommendations for the orderly application of ADP, systems analysis, and program control mechanisms, and with long range planning. It will also concern itself with bringing together and monitoring the activity of special task groups concerned with CIA War Plans, some aspects of current planning and with ad hoc problem areas. Within this concept, the current BPAM activity would be limited to budget and manpower functions.

D. How the Planning Staff would relate, specifically to current management elements of the Executive Director's office cannot be spelled out in advance. One of the first tasks of the Planning Staff would be to draw up and obtain approval for this aspect of its charter so that it may relate most effectively to them. It seems clear, however, that separate systems analysis, and program control elements, responsive to the Planning Staff must be created in the near future to act in concert with it.

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E. It will be the conscious effort of the Planning Staff to make clear to command elements as its work progresses that it will remain a staff and advisory group only. Its greatest merit lies in the fact that it will centralize and bring expertise from all directorates to bear on common problems. It must refrain from acting in any way that suggests that its ultimate purpose is to establish centralized controls, other than those that currently exist, on the work of the directorates.

Oh come now -

Its role will be to bring together in one place, and sustain over time, all the knowledge and expertise that it needs from the directorates and from specialists, as well as the expertise, experience and creative thinking that is needed to help solve Agency problems. It will act as a catalytic agent and not as an executive agent if it is to succeed.

A.
III. Organization. / The CIA Planning Staff will consist of a full time chairman, an executive secretary/assistant and clerical support. There will be two representatives from each directorate, who will serve on a full tour basis. Whether full or part time will depend on the experience of the Planning Staff and thus cannot be predicted at this time. It is probable, however, that they will initially serve on something less than a full time basis except for periods when their full time service may be required on ad hoc working groups associated with the Planning Staff.

how about from BRAM?

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*budgeting?
manpower?*

B. As they become available, functional specialist in ADP, systems analysis, research programs review, and program control will be assigned to the Planning Staff and will concern themselves with providing expert advise on significant programs as they are common to all directorates.

C. By special arrangement with the directorates, generalists may be assigned to the Staff on such problems, for example, as clarifying CIA war planning responsibilities and the overall role of the Agency in wartime as occasion may require.

IV. A. Discussion. The organizational concept of the CIA Planning Staff is consciously one in which the optimal minimum of persons are engaged, some few full time, others regularly part time, and still others on an ad hoc basis as needed. The Planning Staff must remain small, expert, flexible, well informed and responsive. The executive secretary/assistant post is considered a very important one to provide continuity and to keep the staff itself from needless involvement in the administration of the activity. He would also serve as an alternate to the Chairman (or chief) and act in his absence.

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Next 2 Page(s) In Document Exempt

Approved For Release 2003/06/10 : CIA-RDP76B00952R000100070010-1

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16 Aug 65

25X1

PG Monographs

25X1A 9 DDI [] Reorganization of

25X1A 9/1 Rewrite []

25X1A 10 DDS&T []

10/1 Rewrite

25X1A 11 DDS&T [], ADP

11/1 Rewrite

25X1A 12 DDI [], Integrated Systems Analysis

12/1 Rewrite

25X1A 13 DDS&T []

25X1A 13/1 Rewrite []

25X1A 14 DDI [], Early Warning

14/1 Rewrite

25X1A 15 DDS [], Personnel and Training

25X1A 15/1 Rewrite []

25X1A 16 DDI [] 24-Hour Current Intelligence

25X1A 17 [], Role of Intelligence

25X1A 18 [], 5-Yr Budget

19

Emergency Planning

25X

20

25X1

Approved For Release 2003/06/10 : CIA-RDP76B00952R000100070010-1

Approved For Release 2003/06/10 : CIA-RDP76B00952R000100070010-1